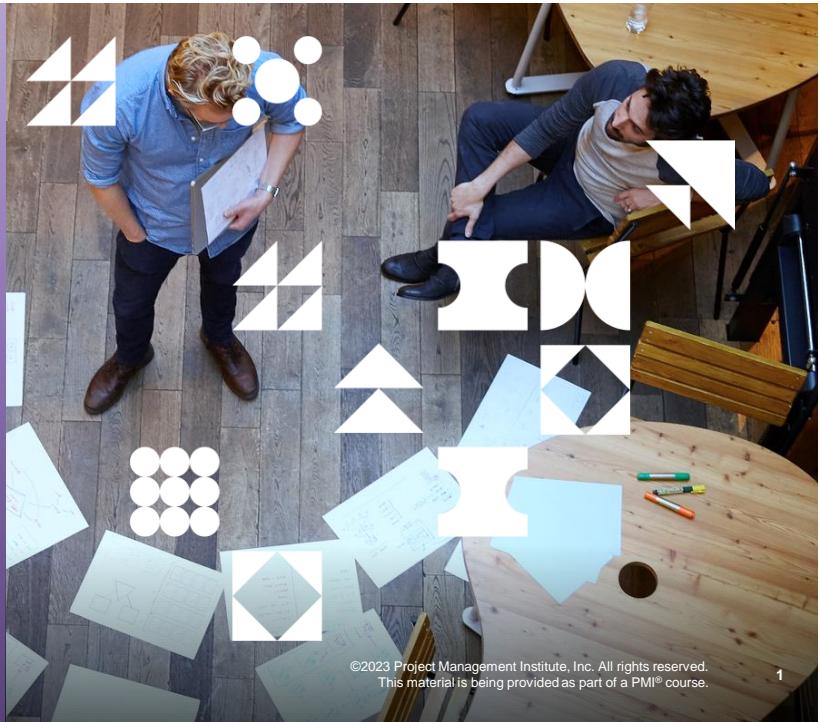


LESSON 2

## START THE PROJECT

- Identify and Engage Stakeholders
- Form the Team
- Build Shared Understanding
- Determine Project Approach

Version 3.2 | 2023 Release



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

1



## Learning Objectives

---

- Define and discuss stakeholders and the most effective ways to communicate with them.
- Explain the best ways to form a team.
- Describe how to build the most effective understanding of a project and how doing so relates to executing a project successfully.
- Explain how predictive and adaptive project life cycles work; explain what a hybrid development approach is.
  - Decide which kind of development approach or life cycle is best suited for work.



# Identify and Engage Stakeholders

TOPIC A

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Typical Project Stakeholders\*



Can you categorize these stakeholders?

- Which are typically project team members?  
Which are not?
- Which are typically active in project work?

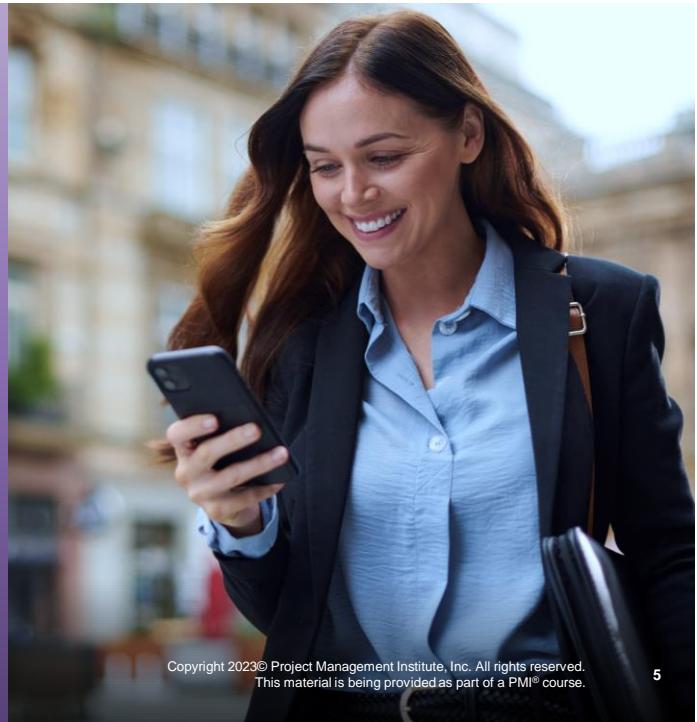
---

- End users
- Customers
- Employees
- Organization
- Managers
- Sponsors
- Business partners
- Suppliers and contractors
- Government
- Community

# Stakeholder and Communications Management

## Overview

- Stakeholder register
- Stakeholder engagement plan
- Communications management plan
- Stakeholder engagement assessment matrix (SEAM)
- Assessment grids / matrices / models



# Stakeholder Identification

PM

## Who are they?

- Check the **business case** and **benefits management plan** for names
- Later, check the **issue/impediments log, change log** or **requirements documents** to see who else is needed or named

## What's their relationship to the project?

- Interest
- Involvement
- Interdependencies
- Influence
- Potential impact on project success



*Identify and engage stakeholders early to avoid surprises later in the project!*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

# Assess Stakeholders



7

## Data Gathering

- Questionnaires and surveys
- Brainstorming

## Data Analysis

- **Stakeholder analysis** — What are their “stakes” in the project? — i.e., interest, rights, ownership, knowledge, contribution
- Document analysis

## Data Representation

- Two-dimensional (2D) grids
  - Power/interest
  - Power/influence
  - Impact/influence
- 3D grid — Stakeholder “cube”
- Salience model
- Directions of influence

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

7

## Create the Stakeholder Register

- Capture and record important stakeholder information
- Factor in OPAs
- Update it! Describe the evolving relationship with stakeholders throughout the project



*Contains the information necessary to execute the stakeholder engagement plan*



- Refer to **stakeholder registers** from previous, similar projects for help
- Remember this is a public document, so ensure the information presented is appropriate

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.



## Stakeholder Register

	Name	Title	Internal / External	Project Role	Major Requirements	Expectations	Influence / Attitude
1	Eugene Lowe	CEO	Internal	Sponsor	Successful completion	On-time completion, successful partnerships	Champion
2	Oasestown Municipality		External	Government partner (liaison); funding contributor; owner of SLC site	Successful completion of facility and partnership;	Accountability	Supporter
3	Kara Black	Principal, Oases Architects	External	Partner, designer, specialist knowledge (conservation building)	Clear design brief, successful partnership	Fluid funding and communication, design autonomy	Champion
4	Josie Bynoe	Chair, BOD	Internal	Direct strategic local partnerships for Shawpe	Environmental sustainability of project work; "moral rights"	No damage to Oasestown conservation district or environs	Resistor
5	Helen Grey	Lead, business development	Internal	Product owner	High profile tenants, excellent community and conservation credentials	Organizational learning; leadership opportunity	Neutral
6	Hasan Persaud	VP of Business Development	Internal	Portfolio owner	Capacity for ongoing revenue	End-user in Phase 3	Neutral
7	Mandeep Chahal	VP of Finance	Internal	Budget controller	direct contact with funding partners	clear data	Neutral
8	Kei Leung	VP of Marketing	Internal	Marketing expert	elevation of brand	high quality tenants	Supporter
9	Tenants		External	Income source	bespoke spaces	high quality	Neutral
10	Contractors		External	Vendors - building	clear instructions, contract		Neutral
11	Oasestown local residents		External	Neighbors to project	Traffic and noise pollution management	no inconveniences	Resistor
12	Oasestown Community Partnership		External	Community group operating in Oasestown	none	a free space in the SLC	Champion

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Know Your Stakeholders

Go Beyond Job Titles

<b>Power</b>	Level of authority
<b>Interest</b>	Level of concern about project outcomes
<b>Influence</b> aka <i>attitude or impact</i>	<ul style="list-style-type: none"><li>Ability to influence project outcomes or cause changes to planning or execution</li><li>Magnitude of potential contribution or disruption to project</li></ul> <p><i>Use a descriptive term — e.g., champion, supporter, neutral, detractor</i></p>



*Tailor stakeholder assessments to suit project needs. The goal of this exercise is to facilitate your planning of effective communication with the stakeholders!*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

10

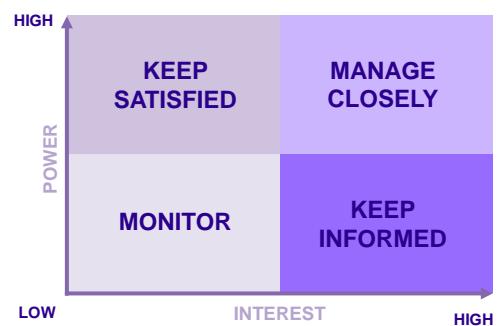
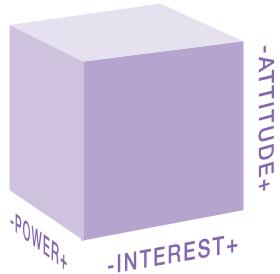


## Stakeholder Mapping

Use two dimensions to map stakeholders:

- Power and **interest** grid
- Power and **influence** grid
- Impact and **influence** grid

Or use three dimensions – a **cube** – to refine the analysis further!



### Method:

- Place each stakeholder on the grid (*do not use names*)
- Use the same quadrant labels, but change the axis labels

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Directions of Influence



PM

You should understand the social network of project stakeholders, specifically the direction of their influence on the project.

<b>Upward</b>	<i>Parent organization</i> — senior management (business, financial interests)
<b>Downward</b>	<i>In the project hierarchy</i> — team or specialists
<b>Outward</b>	<i>Have a “stake” in the project</i> — client, end-user, external
<b>Sideward</b>	<i>Friendly or competitive for resources</i> — project manager's peers, other organizational departments

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

12

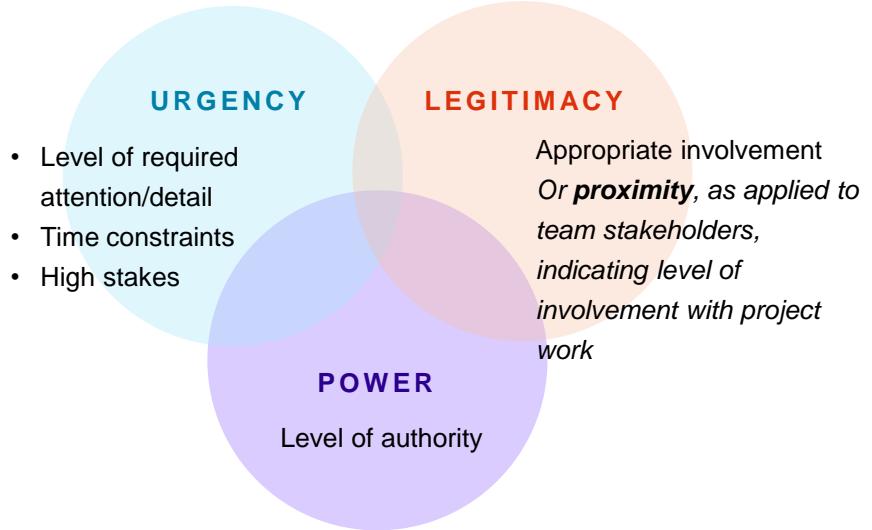
## Salience Model



Focus on the **product owner** role. Are they familiar, interested and engaged enough with the project to make decisions and move the project forward?



PM



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

13

## Stakeholder Perceptions

- Must be holistically understood in customer-centric project management approaches
- Can be damaging to a project, whether they are negative or positive

*Why do you think it's important to understand both positive and negative stakeholder perceptions of your project?*



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

14

## Capture Stakeholder Feedback and Perceptions



- *Interpersonal skills*
- *Active listening*
- *Emotional intelligence*
- *Effective communication methods*



15



### Key stakeholders

- Interview to understand **project requirements and vision** and **communication preferences**



### All stakeholders

- Appropriate, regular project communications



### Large and public groups

- Questionnaires/surveys
- Facilitated conversations/sessions — online or in person
- Digital media – email campaigns, websites, group chats
- Posters and advertising

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

15

## Plan to Communicate with Stakeholders

**Stakeholder engagement plan** identifies required management strategies to effectively engage stakeholders.

Team fulfills strategies via communications described in the **communications management plan**.



PM

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

16

## Communication Requirements Analysis



PM

- Leads to a clear articulation of the stakeholders' communications needs
- Enables effective choices about communication topics, frequency, models and technologies
- Output is a grid, questionnaire or survey that documents the communication and technology requirements for each stakeholder

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

17

## Communication: Methods and Technologies



*Do you use any other communication methods or techniques on your projects?*

*Are there types your organization does not allow? Why?*



### Meetings/verbal

- Physical (face to face)
- Virtual (videoconferencing)
- Phone call

### Digital/electronic media

- Websites and social media
- Instant/text messaging via phone or platform
- Email or fax

### Physical

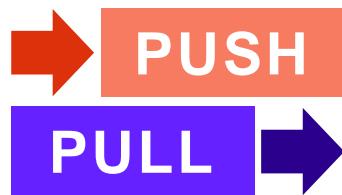
- Body language and gestures
- White boards

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Communication Methods



PM



**Push** — sender determines:

- Send an email
- Make a phone call

**Pull** — receiver determines:

- Post information on team board
- Store reference documents in electronic repository — e.g., SharePoint



- Conversation (speaking on the phone, virtual, in-person)
- Messaging
- Workshops/collaboration
- Whiteboarding

 Agile teams are colocated whenever possible so that they can be highly collaborative.

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

19

## Communication Challenges / Considerations

---



PM

- Urgency of need for information
- Availability and reliability of technology
- Ease of use
- Project environment – e.g., language and formality
- Sensitivity and confidentiality of information
- Communications OPAs — e.g., social media protocols
- Data protection laws/regulations
- Accessibility requirements

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

20

## Communication Model\*

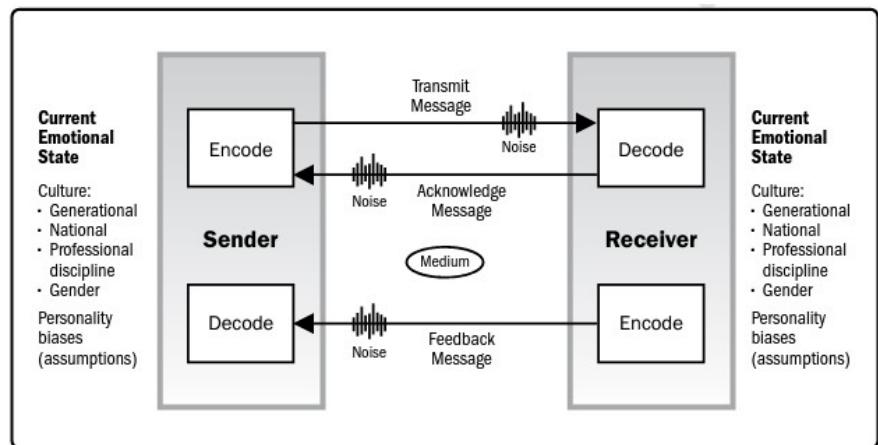


Think of an example of a transmission. Depending on the method, what kinds of noise can play a part?



21

### Cross-Cultural Communication Model



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

21

## Stakeholder Engagement Strategy



PM

- **Involve** stakeholders
- **Enable** appropriate management strategies
- **Create and maintain** relationships



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Example Stakeholder Engagement Assessment Matrix (SEAM)



*Tailor labels for stakeholder levels of engagement to your context, team or organization.*

*Don't use names on the matrix – refer to stakeholders by number.*

Stakeholder	Unaware	Resistant	Neutral	Supportive	Leading
1				D	C
2				C	D
3			C	D	
4			C	D	
5		C	D		
6				C	D

**C** – Current engagement level | **D** – Desired engagement level

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

23

## ECO Coverage



### 1.9 Collaborate with stakeholders

- Evaluate engagement needs for stakeholders (1.9.1)

### 2.4 Engage stakeholders

- Analyze stakeholders (power interest grid, influence, impact) (2.4.1)
- Categorize stakeholders (2.4.2)
- Develop, execute and validate a strategy for stakeholder engagement (2.4.4)

### 2.2 Manage communications

- Analyze communication needs of all stakeholders (2.2.1)
- Determine communication methods, channels, frequency and level of detail for all stakeholders (2.2.2)





## Form the Team

TOPIC B

## Create a Collaborative Team Culture



*How do you think a collaborative team culture can be created in a hybrid approach? Give some examples!*



### Project manager:



- Builds team agreements, structures and processes that support a culture that enables individuals to work together and benefit from interactions
- Tailors a **resource management plan**


- The team assembles and self-organizes to support project requirements.

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

# Project Team Formation Video

## Tuckman's Ladder of Team Development

Dr. Bruce Tuckman



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

27

# Project Team Formation

## Key Concepts



*These concepts can be applied in any kind of project team.*

**Self-organizing team:** A **cross-functional team** in which people fluidly assume leadership as needed to achieve the team's objectives.

**Servant leadership:** The practice of leading the team by focusing on understanding and addressing the needs and development of team members in order to enable the highest possible team performance.

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

28

## Project Manager Role in Adaptive Teams



PM

Leadership and management models:

- **Centralized:** All team members practice leadership activities and accountability is usually assigned to one individual, such as the project manager or similar role (**team lead**).
- **Distributed:** One project team member (may shift) serves as facilitator to enable communication, collaboration and engagement on accountable tasks.

*If a team is self-organizing, is a project manager needed?*

- *If not, which of these models works best?*
- *If yes, what does that role look like?*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

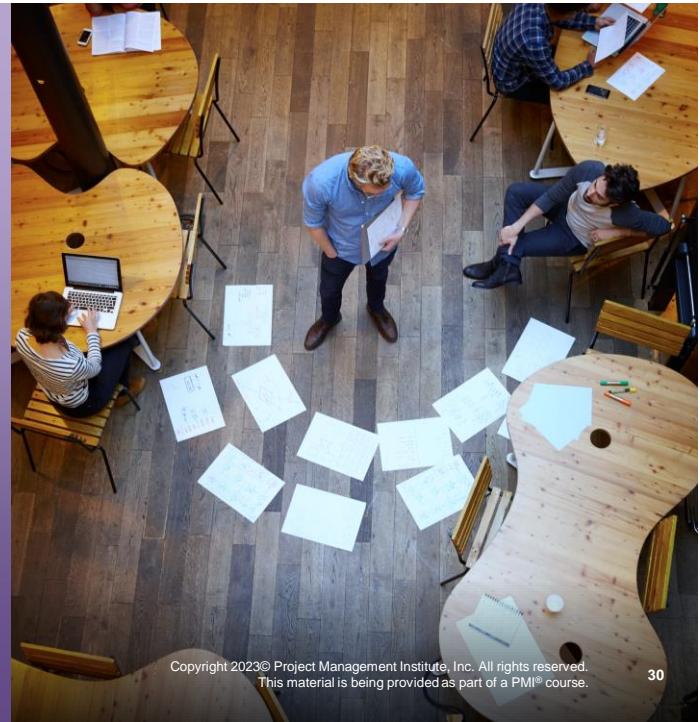
29

## Hybrid Team Formation Example

Centralized coordination by a project manager or team lead and self-organized project teams for portions of the work



PM



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

30

## Project Team Composition

---

- Refers to team's makeup and how team members are brought together
- Varies based on organizational culture, location and scope
- Can be full-time or part-time members
- Includes varied knowledge and expertise — i.e., generalists and specialists

## Project Team Roles

- Project management staff
- Project work staff
- Supporting experts
- Business partners



# Identify Project Resource Requirements

## Guidelines



33

---

Provision team members, external contractors and suppliers and physical and intangible assets:

- Ensure relevant skill sets
- Avoid single points of failure — e.g., a single resource has a required skill
- Create **cross-functional teams**
- Use **generalizing specialists**, or **T-shaped** people, whenever possible to support other areas of the project
- Ensure appropriate physical resources and other requirements — e.g., equipment and access rights

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

33

## T-Shaped People and Self-Organizing Teams

- Provide individual value and versatility on project teams
- Lend flexibility to organizations
- Help avoid key resource shortages or work stoppages due to availability
- Train and coach team members to become T-shaped, combining **breadth** and **depth** of knowledge



PM



## Diversity, Equity and Inclusion Standards

- Teams are global and diverse in culture, gender, physical ability, language and many other factors.
- The project environment optimizes the team's diversity and builds a climate of mutual trust.



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Experts and Expert Judgment

People from other areas of the organization

- Consultants
- Stakeholders
- Professional and technical associations
- Historical data
- Project manager



PM



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

36

## Focus on Team Strengths

- Organize around team **strengths**
- Be aware of **weaknesses**
- Identify **threats** to team success and **opportunities** to improve team performance



SWOT analysis

PM



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

37

## Team Norms

---

- Together, **establish** expected team behaviors **at the beginning of the project**
- Enable teams to **handle challenges** later
- Include guidelines and techniques for:
  - Meetings
  - Communications
  - Conflict management
  - Shared values
  - Decision-making
- Align team values with the *PMI Code of Ethics and Professional Conduct*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

38

## PMI® Code of Ethics and Professional Conduct



*Can you remember the four values  
that drive ethical conduct for the  
project management profession?*



RESPONSIBILITY

RESPECT

FAIRNESS

HONESTY



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

39

## Team Charter\* and Ground Rules\*



PM

---

- A document – electronic or paper, or a poster of the ground rules
- Created together with the team
- Includes:
  - Shared values
  - Behavior guidelines
  - Guidelines for communications and use of tools
  - Decision-making guidelines
  - Performance expectations
  - Conflict-resolution measures
  - Meeting time, frequency, and channel
  - Other team agreements — e.g., shared hours, improvement activities

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

40

## Team Charter Example

**SHAWPE**  
INDUSTRIES

**PROJECT TEAM NAME:** SHAWPE LIFESTYLE CENTRE

**SPONSORING BUSINESS UNIT:** EXECUTIVE / EUGENE LOWE

**DURATION OF CHARTER:** 36 MONTHS

**# OF PROJECT TEAM MEMBERS:** 12

**TEAM MEMBER TIME COMMITMENT:** 40 HOURS PER WEEK

**SCOPE OF WORK:**

- Construct bespoke interior spaces appropriate for commercial tenants
- Restore historic buildings in site district for use as community spaces
- Recruit commercial and community tenants
- Create management structure and transfer to Ossington Municipality partner

**PROJECT TIMELINES AND KEY MILESTONES:**

Milestone	Due Date	Measured By
PHASE 1	DEC 200X	<ul style="list-style-type: none"><li>Completion of interior spaces - obtain "safe occupancy" certificate</li><li>Recruit tenants</li></ul>
PHASE 2	DEC 200X+1	<ul style="list-style-type: none"><li>Tenants move in</li><li>Completion of sublet spaces</li></ul>
PHASE 3	DEC 200X+2	<ul style="list-style-type: none"><li>Transfer of property management service</li></ul>

**ADMINISTRATIVE/REPORTING REQUIREMENTS:** All parties report directly to project manager

**RESOURCES AND BUDGET:**

- Shawpe employees report to functional managers and project manager
- External contractors refer to SOW, report to project manager

**PROJECT TEAM:**

Project manager: Ang Fen  
Product owner: Helen Grey

**TEAM MEMBERS:**

- Daniel Ayan, Finance
- Grace Innes, IT
- Jens Feather, Marketing
- Karen Ayung, Bus Dev
- Luis DeSouza, Executive
- Bri Jones, Marketing
- Solomon Grant, Marketing

**SHAWPE**  
INDUSTRIES

- Project Team Executive Sponsor Roles and Responsibilities:**
  - Guide the project team to fulfill goals
  - Ensure all team members are fully oriented about the project vision at kickoff meeting
  - Work with the project manager to ensure group work is carried out.
- Project Manager Roles and Responsibilities:**
  - Guide the team in accomplishing the purpose detailed in the charter and in accordance with company policies.
  - Keep the team focused.
  - Work toward building a sense of trust, productivity, and camaraderie within the group.
  - Support a forum for open discussion and sharing of ideas.
  - Assess team productivity within the group.
  - Make decisions to support accomplishing the objectives of the team.
  - Coordinate all administrative duties in support of the group.
  - Facilitate information gathering for meetings.
- Project Team Member Roles and Responsibilities:**
  - Collaborate as a team to follow all process and procedures to complete the work of the team.
  - Ensure individual work for the team is carried out between meetings.
  - Collaborate with project manager and product owner on an as-needed basis.
  - Actively participate in team meetings.
- Team Guidelines and Communication:**
  - Working hours are 8am – 5pm for the office
  - On-site working hours are posted on site and change daily; use security ID badges to enter site at any hour; hard hats and boots must be worn on site
  - Be polite and professional
  - Respect everyone's opinion
  - Speak to people directly and appropriately before airing grievances in public
  - People may be contacted outside of working hours, but they are not required to respond
  - Use relevant messages in work chats
  - Be on time to meetings
  - Ask for help when you need it
  - Communicate honestly and openly
  - Use email for essential communication, so read emails properly

## GROUND RULES

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Team Communication



- **Effective communication** includes:
  - Verbal
  - Written
  - Behavioral
  - Physical (notice boards)
  - Virtual
- Include communication expectations and details in the **team charter**
- Organize communications:
  - Facilitate team and stakeholder collaboration
  - Manage expectations
  - Check regularly to make sure it's working!
  - Plan and use **retrospectives** to discuss communications improvements

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

42

## Colocated, Virtual or Both?



What kind of team are  
you on?



43

### Virtual Team\*

- “Normal” in most workplaces
- Create opportunities for the organization:
  - Better skills at lower costs
  - Avoids relocation expenses
  - Work/life balance
- Rely on communication technology
- May have bonding challenges

### Colocated Team\*

- Interaction is easy
- Better bonding is facilitated
- Use of physical tools, collaboration and boards possible

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

43

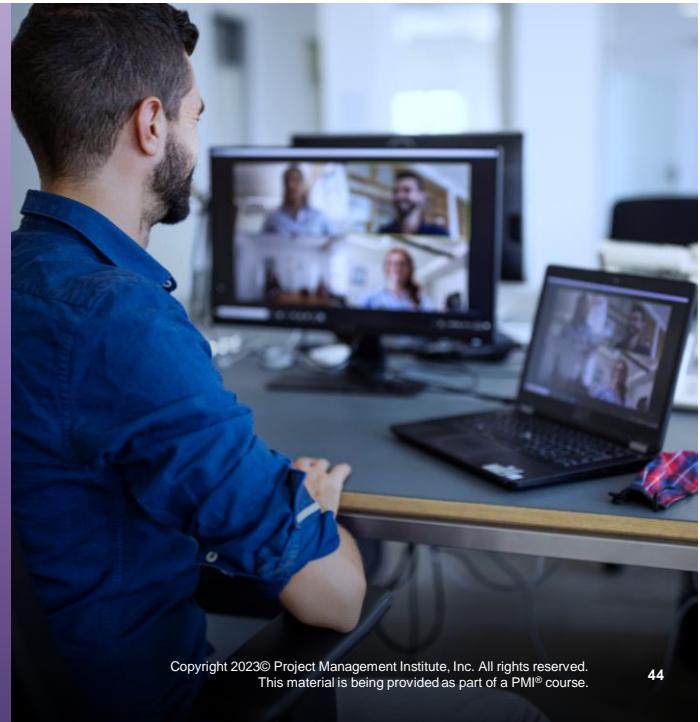
## Virtual Team Challenges

- Individual performance tracking
- Diversity - language, technological skill
- Solo working prohibits bonding



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

44



## Running Virtual Teams

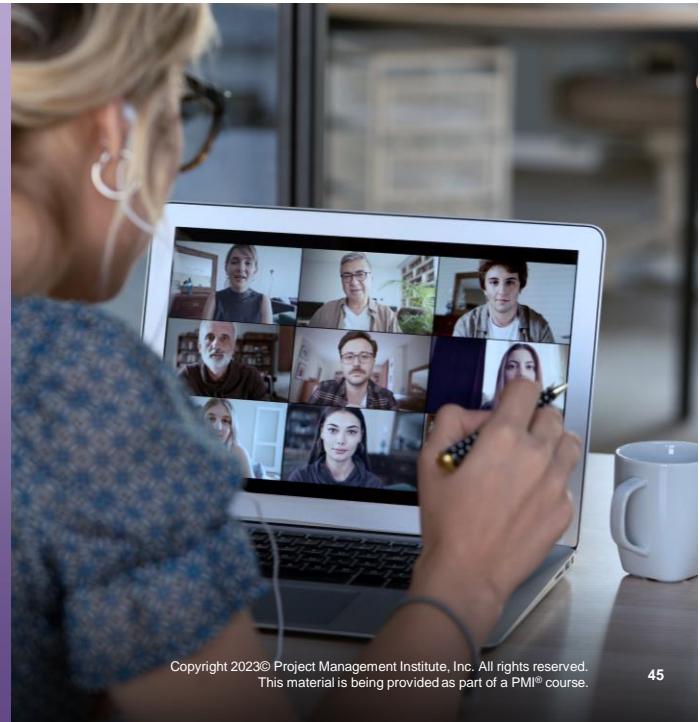
- Check in with people individually as often as possible
- Conduct positive network-building activities



What are your tips for creating a positive virtual team experience?



45



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

45

## Virtual Team Communication Technology



- Plan team communication and collaboration methods
- Consider working hours, geographical dispersion and security requirements
- Use appropriate tools:
  - Task boards
  - Messaging and chat
  - Calendars
  - Document storage
  - Knowledge repositories
  - Videoconferencing

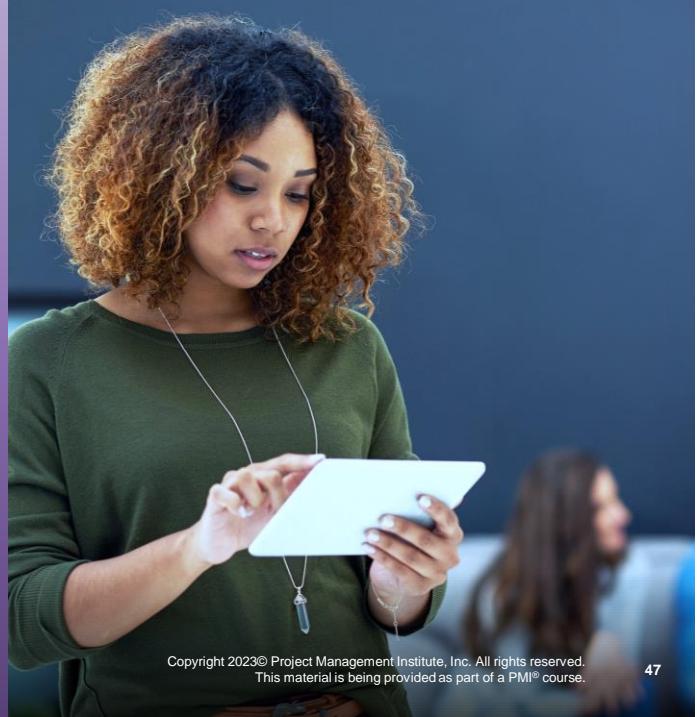
Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Address Virtual Team Member Needs

Facilitate and ensure collaboration as a priority

Address the basic needs of a virtual team, including:

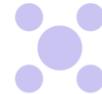
- Cohesion
- Shared goals
- Clear purpose
- Clarity on roles and expectations



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

47

## ECO Coverage



### 1.4 Empower team members and stakeholders

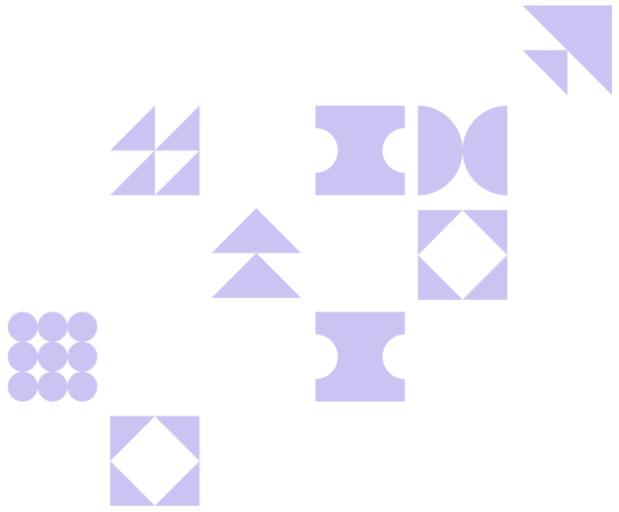
- Organize around team strengths (1.4.1)

### 2.16 Ensure knowledge transfer for project continuity

- Discuss project responsibilities within team (2.16.1)
- Outline expectations for working environment (2.16.2)

### 1.11 Engage and support virtual teams

- Examine virtual team member needs (e.g., environment, geography, culture, global, etc.) (1.11.1)
- Investigate alternatives (e.g., communication tools, colocation) for virtual team member engagement (1.11.2)



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.



# Build Shared Understanding

TOPIC C

PM

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

49

## Seek Consensus for the Project Among the Team and Stakeholders

- Demonstrate leadership behaviors
- Focus on value
- Be a diligent, respectful and caring steward
- Navigate complexity
- Embrace adaptability and resiliency

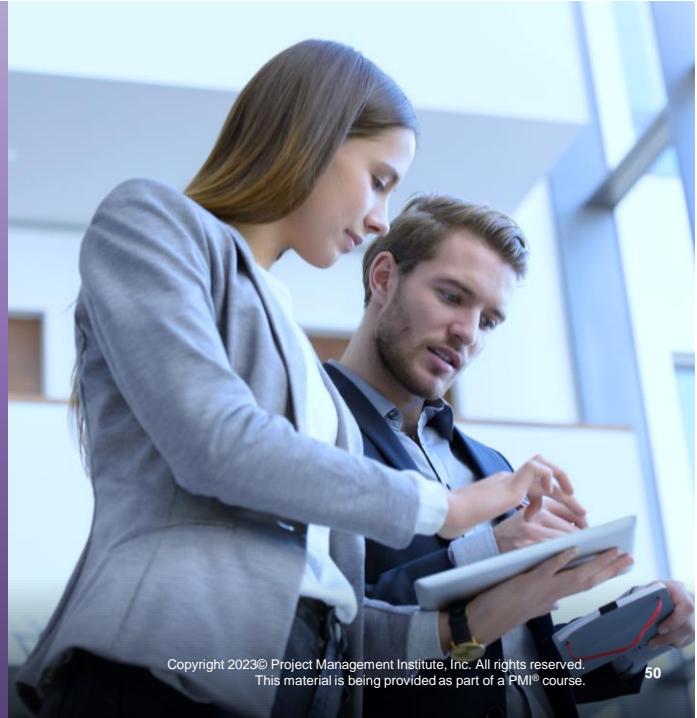
Create artifacts:

- Project charter
- Project vision statement



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

50



## Building a Shared Understanding

### Guidelines

- **Share** the project agreements (vision statement and project charter) with stakeholders and the team
- **Agree or negotiate** to reach agreement and “buy-in”:
  - Project agreements — stakeholders
  - Roles and responsibilities, priorities and assignments — team
- **Uphold** the agreements throughout the project



*Use open and reliable communication methods and your leadership “power skills”*

## Project Vision Statement

---

- Created by project sponsor or executive
- Includes a **clear vision of the desired objectives** and **alignment with the organization's strategic goals**
- Refer to it throughout the project to maintain alignment

# Holistic Understanding of the Project

## Negotiation Goals



### First, find out...

- The boundaries of negotiation for the project agreement
  - What, if anything, is eligible for discussion or troubleshooting
- The desired objectives of the project

### Then:

- Apply critical thinking and business acumen
- Discover how the project fits in the organizational landscape and business objectives

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

53

## How to Create a Holistic Understanding of the Project



---

- Ask **stakeholders** to elaborate and clarify their vision or inputs, including asking the sponsor to clarify the vision statement!
- Existing **agreements** may contain initial intentions for, or describe, a project:
  - Contracts with external parties
  - Memorandums of understanding (MOUs)
  - Service-level agreements (SLAs)
  - Letters of agreement or intent
  - Verbal agreements
  - Communication (especially emails) between key stakeholders
  - Statements of work (SOW)

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

54

## Refer to Business Case and Business Needs



### **Business case:**

- A documented economic feasibility study
- Establishes benefits of project work
- Provides a basis for authorization of further project activities

### **Business needs documents:**

- Identifies high-level deliverables
- A prerequisite of a formal business case
- Describes requirements — what needs creating and/or performing

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

55

## Negotiate and Agree on Project Success Criteria

---

- Interview **stakeholders**
- Gather **expert judgment** on technical success criteria
- Check:
  - Organizational (program, operations) **key performance indicators (KPIs)**
  - Lessons learned and historical data
  - Quality policy
  - User acceptance testing (UAT) requirements



- *Reporting and verification criteria for objectives*
- *Identification of deliverable and objective **acceptance criteria** for each*



- *A **definition of done (DoD)** may be specified for the project, in addition to iteration outputs*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Help Everyone Understand the Vision

### Guidelines



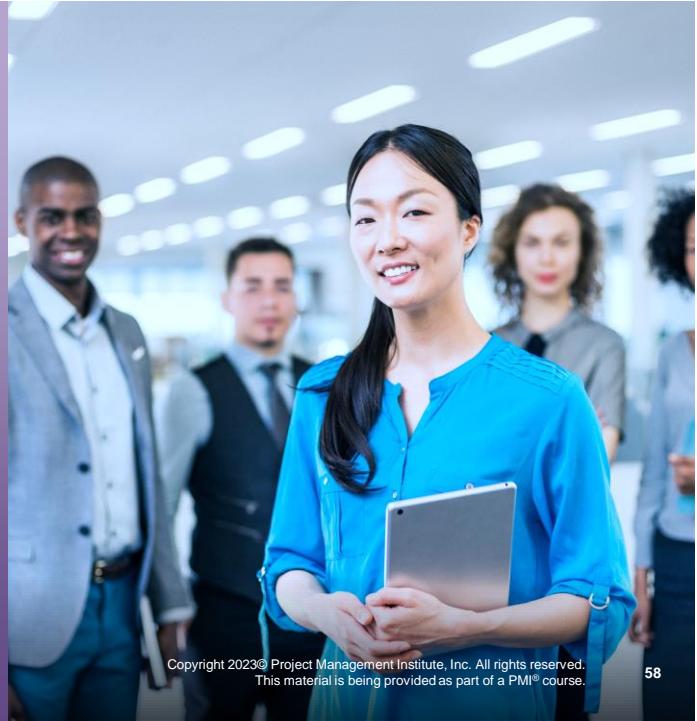
- Use interpersonal and leadership “power skills” and open communication channels with stakeholders and team members
- Get creative with agile methods!
  - A **product box exercise** to internalize the vision from the customer’s point of view and emphasize product/project value
    - **Example:** Here is why Oasestown residents will choose to spend their time and money at SLC (*followed by explanation of what it offers to customers*)
  - The **XP metaphor** technique explains a complex idea in simple, familiar terms, using common language and vocabulary
    - **Example:** SLC is the living room of Oasestown!

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Got Agreement on the Project Agreements?



*There is no single way to create a **project charter**, but every project needs to have one!*



Copyright 2023© Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

58

# Project Charter\*

## **What it does and why it's important:**

- Authorizes project
- Enables project manager to apply resources to project work
- Defines rationale and business need
- Verifies alignment with strategic goals
- Keeps everyone focused on a clear project vision

*Usually created by project sponsor or project manager with executive/stakeholder approval. Sometimes a statement of work can serve as project charter.*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

59

# Project Charter

## Contents



### What's included:

- **Names** - project sponsor, project manager, key stakeholders
- **Project description**, including preliminary requirements, measurable objectives
- **Business needs**, including financial goals or milestones
- Summary **schedule** and **milestones**
- **Assumptions, boundaries** and **constraints**, including overall risk, approval requirements and approved budget
- Information from the **business case**, including success and exit criteria

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

60

# Project Charter: Example



PM

PROJECT CHARTER			
PROJECT NAME		PROJECT MANAGER	PROJECT SPONSOR
Shawpe Lifestyle Center (SLC)		Ang Fen	Eugene Lowe
EMAIL	PHONE	ORGANIZATIONAL UNIT	
ang.fen@shawpe.com	000.000.0000	Executive	
ESTIMATED COSTS	EXPECTED SAVINGS	EXPECTED START DATE	EXPECTED COMPLETION
\$10 MILLION	\$0	Jan 20XX	Dec 20XXv2
PROJECT OVERVIEW			
PROBLEM OR ISSUE	Rehabilitate commercial property in downtown Owestown		
PURPOSE OF PROJECT	Establish a profitable commercial development and community partnership in downtown Owestown		
BUSINESS CASE	Attachment Approved by E. Lowe and SMC at Oct 20XX meeting.		
GOALS & METRICS	Building code and other local government compliance with historic district constitution		
EXPECTED DELIVERABLES	Renovate 13,000 sq m of interior/outdoor space to meet municipal standards and compliance with Owestown partner. Secure 10+ retail partners and 10+ community partners to jointly collaborate with Owestown partner.		
RISKS & CONSTRAINTS	1. Delays in permitting process. 2. New vendors for specialized artwork and memory. 3. Phase 3 financing dependent on success of Phase 1. 4. Local government regulations.		
PROJECT SCOPE	<p>WITHIN SCOPE</p> <ul style="list-style-type: none"> <li>Manage construction contracts and site development.</li> <li>Secure 10+ retail partners and 10+ community partners to jointly collaborate with Owestown partner.</li> <li>Local government regulations.</li> </ul> <p>OUTSIDE OF SCOPE</p> <ul style="list-style-type: none"> <li>Architectural work (interior and exterior) - Owestown Architects</li> <li>Local government regulations.</li> <li>External grant fund management.</li> </ul>		
TENTATIVE SCHEDULE			
KEY MILESTONE	START	FINISH	
Form Project Team / Preliminary Review / Scope	01/01/2000	01/01/2000	
Finalize Project Charter / Kick Off	01/01/2000	01/01/2000	
Design and build interior	01/01/2000	01/01/2000	
Design and build exterior space	01/01/2000	01/01/2000	
Install community program	01/01/2000	01/01/2000	
Secure SMC review in annual commercial rents	01/01/2000	01/01/2000	
Finalize all construction	01/01/2000	01/01/2000	
Train SLC property management staff	01/01/2000	01/01/2000	

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

61

# Kickoff Meeting

## Purpose

- Establishes project context
- Assists in team formation
- Aligns team and stakeholders with project vision

## Organizational/Public

- Announce project initiation
- Share understanding of high-level vision, purpose and value
- Identify sponsor, key stakeholders and project manager
- Include high-level items from the project charter

## Internal/Team – *held after agreements are finalized*

- Give project charter overview
- Clarify team member roles and responsibilities (may include the initial team charter)
- Present results of planning efforts
- Initiate product backlog
- Present product roadmap



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

62

## ECO Coverage



### 1.2 Lead a team

- Set a clear vision and mission (1.2.1)

### 1.8 Negotiate project agreements

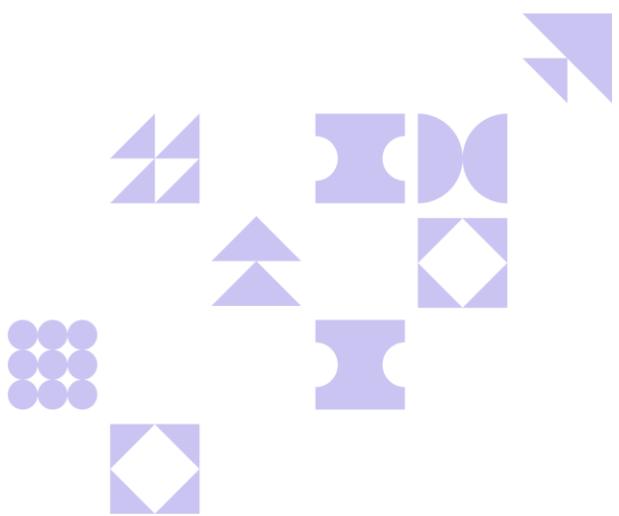
- Analyze the bounds of the negotiation for agreement (1.8.1)
- Assess priorities and determine ultimate objective(s) (1.8.2)
- Participate in agreement negotiations (1.8.4)
- Determine a negotiation strategy (1.8.5)

### 1.10 Build shared understanding

- Survey all necessary parties to reach consensus (1.10.2)
- Support outcome of parties' agreement (1.10.3)

### 1.12 Define team ground rules

- Communicate organizational principles with team and external stakeholders (1.12.1)
- Establish an environment that fosters adherence to ground rules (1.12.2)



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.



# Project Approach

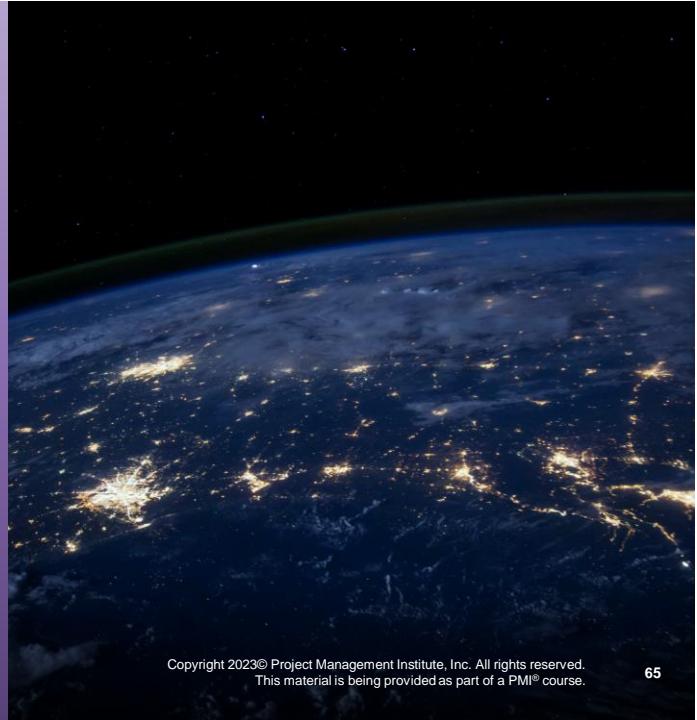
TOPIC D

## First, Understand How and Why Approaches Differ

- Changing perceptions of value — e.g., sustainability, customer-centricity
- Dynamic and perpetual global change
- Increasing complexity and risk
- Need to innovate and be dynamic



*Which project management frameworks do you use?  
Do you have a preference?*



## Tailored Development Approaches

---

- Support **dynamic work environments**
- Discover **value delivery requirements** early
- Put stakeholders and the team in close collaboration

### Advantages:

- Provide better feature or capability assessment — continuous improvement and quality
- Improve organizational tolerance for change



*Servant leaders influence projects and encourage the organization to think differently.*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

66

## Project Management Development Approaches

Characteristics	Certainty About Requirements	Change and Risk	
	<ul style="list-style-type: none"><li>• Plan-driven</li><li>• Linear sequence of activities, in phases</li><li>• Phase completion governed by phase gates</li></ul>	High, from beginning	<ul style="list-style-type: none"><li>• Change possible, but controlled</li><li>• Risks carefully studied and managed</li></ul>
	<ul style="list-style-type: none"><li>• Change-driven</li><li>• Iterative or incremental</li><li>• Timeboxed cadence (iterations/sprints) or continuous flow</li></ul>	Unclear or customer-driven, so needs further discovery	<ul style="list-style-type: none"><li>• Built on assumption of high degree of change</li><li>• High tolerance of risk with guardrails for risk management</li></ul>
	Tailored development approach, combining these elements		

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## Project or Product?

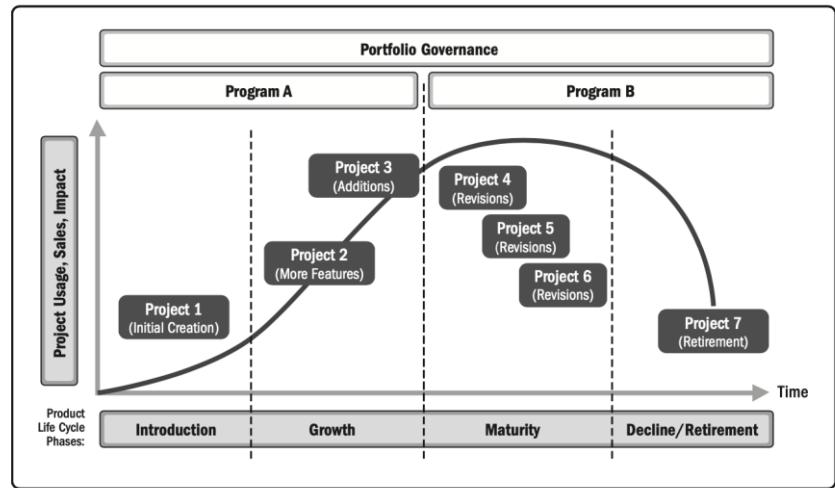
A product is part of a project; products have their own **life cycles**.

**Product management** represents a **key integration point** within program and project management.

**Product owners** are responsible for maximizing the value of the product and accountable for the end product.



PM



*Can you explain why projects often have both a project manager and a product owner?*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

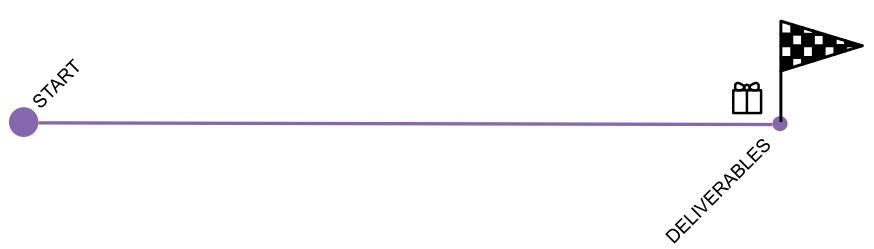
## Life Cycle and Development Approach



*Which type of life cycle is depicted here?*



69



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

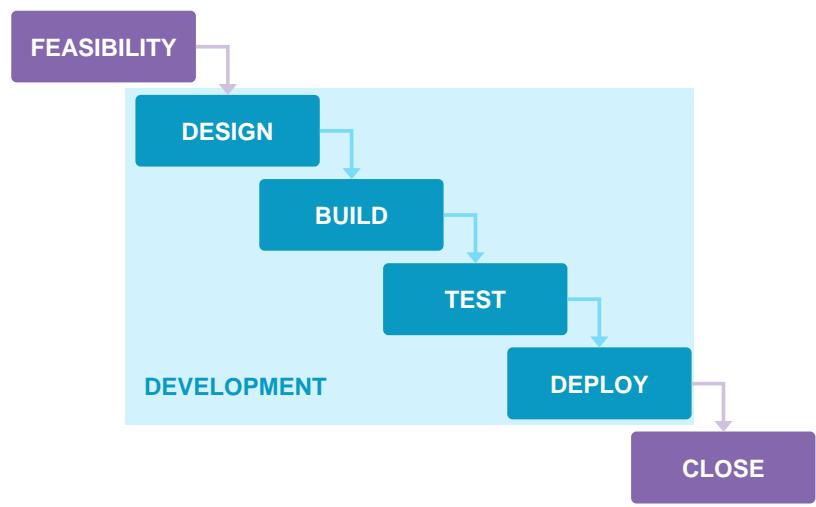
69

## Predictive Life Cycle

Visual



PM



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

70

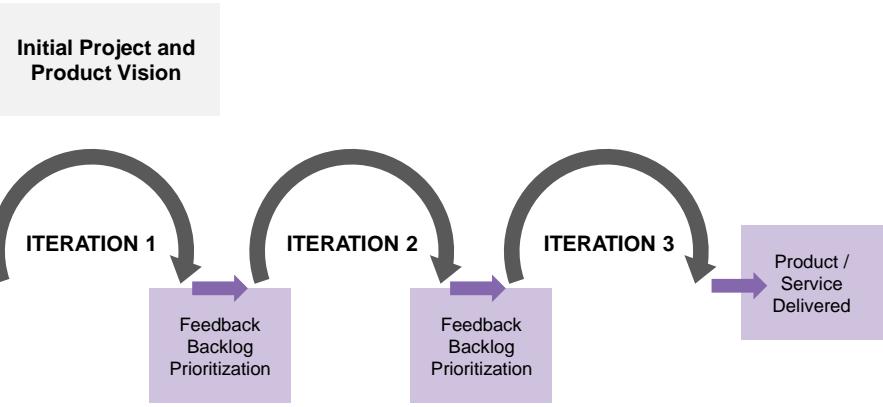
## Adaptive Life Cycle Example



Note the iterations on the graphic, then describe how this life cycle uses an incremental approach.



PM



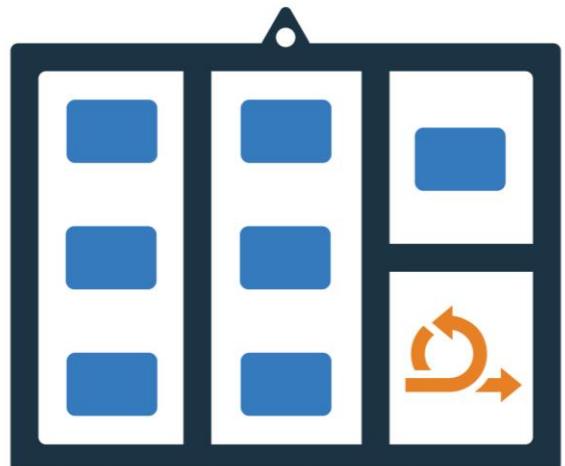
©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

71

## Cadence

Refers to the timing and frequency of delivery of project deliverables.

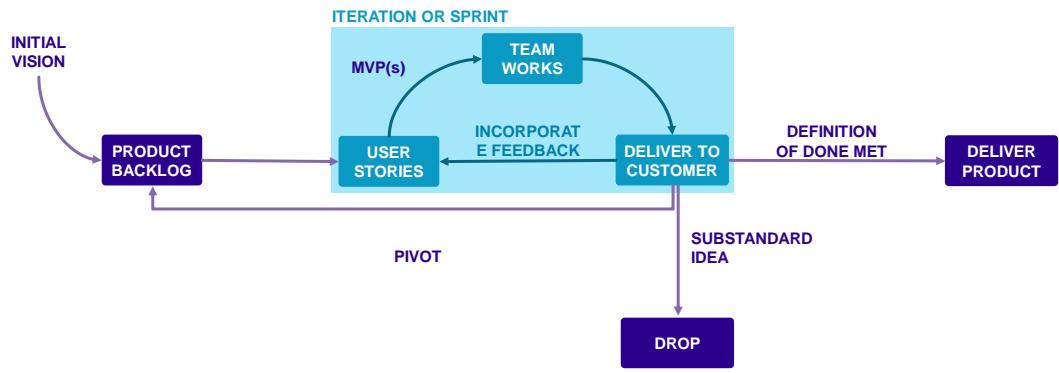
- **Single:** One delivery at the end of the project
- **Multiple:** Delivery separated into parts, not necessarily sequentially
- **Periodic:** Like multiple deliveries, but on a fixed schedule — e.g., monthly or bimonthly



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

72

## Adaptive Development Approaches



*Cadence can be time-boxed with sprints/iterations or a continuous flow.*

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

# Development Approach and Life Cycle Terminology Quiz

- Deliverable
- Development approach
- Phases
- Life cycle



PM

Project professionals use a development approach or method, which can be predictive, iterative, incremental, adaptive, or hybrid, to create and evolve a deliverable, which is a unique and verifiable product, result, or capability to perform a service.

A project passes through a series of logically related activities, called phases from its start to its completion. This entire process is called a life cycle.

Acceptance of a deliverable is required to complete a process, phase, or project.

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

74

## Hybrid Life Cycle and Development Approach

---



PM

- Accomplished by tailoring
- Combines adaptive and predictive life cycles and/or development approaches
- Useful when requirements are uncertain or risky
- Also useful when deliverables can be modularized, or when deliverables can be developed by different project teams
- Uses iterative and incremental development

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

75

## Hybrid Project Approaches: Examples



PM

- Use agile or iterative practices within a predictive framework
- Use predictive artifacts or processes within an adaptive life cycle
- Business analysis techniques assist with requirements management
- New tools help identify complex elements in projects
- Organizational change management methods prepare for transitioning project outputs into the organization

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

76

## What Can Be Tailored?

---



PM

- Project life cycle
- Development life cycle components
- Way of working (WoW)
- Knowledge management
- Change management
- Project governance
- Benefits management

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

77

## Development Approaches

### Guidance and Probing Questions



---

- Deliverable type and the **development approach** influence the **number and cadence** for project deliveries.
- The development approach and the desired delivery cadence determine the **project life cycle** and its **phases**.
- How much unplanned work?
- How does the team prefer to work?
- What cadence suits our work?
- What does the customer want? Is incremental value delivery even important to them?
- What's our schedule? Do we want a steadier, building approach or a faster pace?
- What's our risk appetite/threshold?
- Are sprints helpful?

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

78

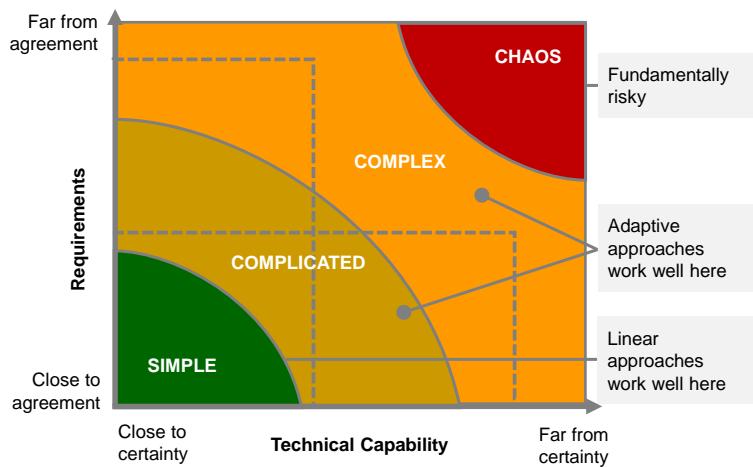
## Assess Complexity:

### The Stacey Complexity Model

-Ralph D. Stacey



PM



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

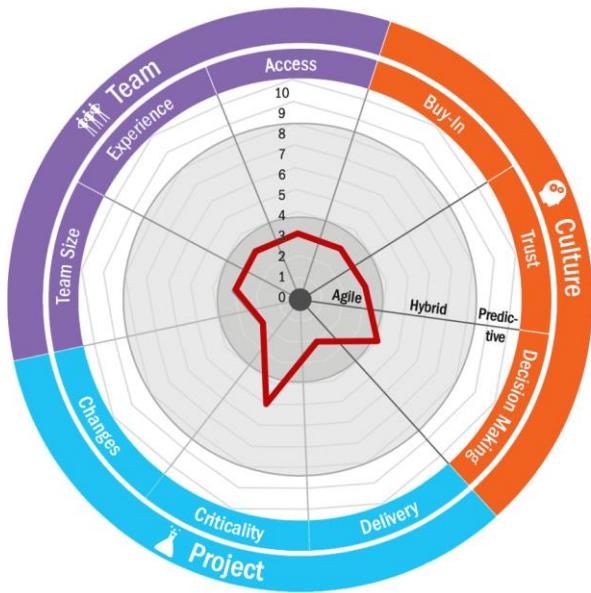
79

## Suitability Filter:

A Diagnostic Visual Based on Survey Data



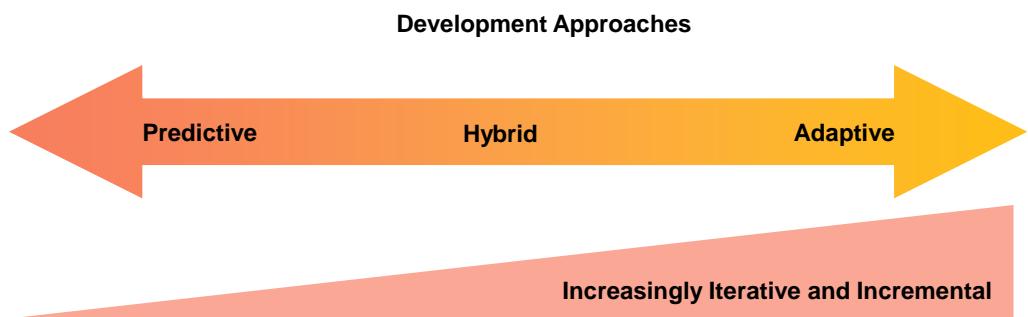
PM



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

80

## Iterative and Incremental: Overview



- Compatible with each other
- Used in hybrid and adaptive projects
- Break down development cycle to enable early value delivery

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

81

## Iterative Way of Working: Video



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

82

## Scrum



PM



*Remember that Agile frameworks focus on influencing the entire organization, including leadership and company culture.*

- This is a commonly used agile framework that offers suggestions for how work can be organized to maximize value to the end user.
- Scrum is implemented at a product development team level.
- Roles include a **scrum master/senior scrum master** who facilitates ceremonies (meetings); iterations are called **sprints**.

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

83

# Scrum Ceremonies

## Overview



PM

---

- **Sprint planning**
  - Team collaborates with product owner to plan work for current sprint
  - Scrum master/senior scrum master facilitates
- **Daily scrum**
  - Short, daily meeting of team only
  - Team members describe work, ask for help, consider progress toward goal
  - **Not** a status meeting
- **Sprint review – can include Demo**
  - Held at end of sprint
  - Team, product owner and stakeholders attend, or customers review progress and give feedback to adapt product
- **Sprint retrospective**
  - Team identifies improvements to performance and collaboration

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

84

## Agile Ceremonies



*We've discussed the ceremonies over the last few slides. Do you use them in your organization? How effective do they seem to be to you?*



---

- **Product strategy meeting** – product owner shares product vision
- **Daily standup or standup**
  - Team status meeting
  - 5 to 15 minutes, timeboxed
  - Not necessarily daily
- **Backlog refinement**
  - Product owner prioritizes items on backlog
- **Project retrospective**
  - Held at the end of a project to review work and processes
  - Like lessons learned

©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

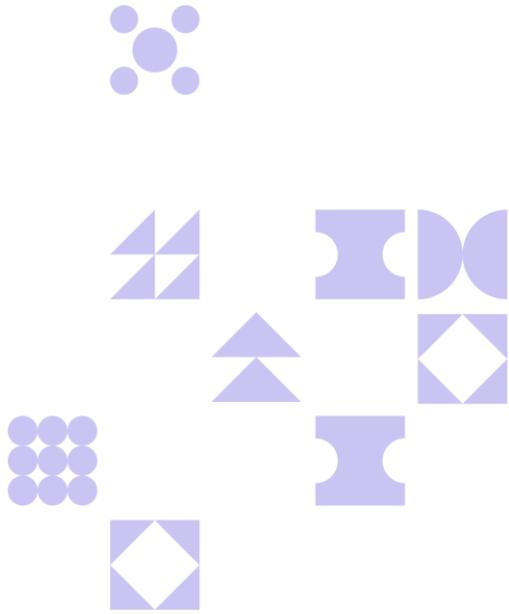
85

## ECO Coverage



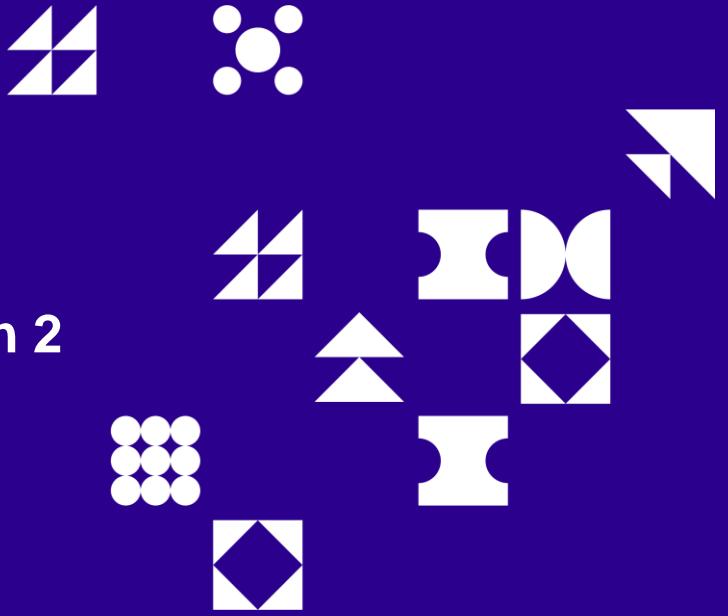
### 2.13 Determine appropriate project methodology/ methods and practices

- Assess project needs, complexity and magnitude (2.13.1)
- Recommend project execution strategy (e.g., contracting, financing) (2.13.2)
- Recommend a project methodology/approach (i.e., predictive, adaptive, hybrid) (2.13.3)



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.

## End of Lesson 2



©2023 Project Management Institute, Inc. All rights reserved.  
This material is being provided as part of a PMI® course.